

CONTROL IN MARKETING-BASED MANAGEMENT

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ABSTRACT

Characteristics of modern organizations' functioning environment (multi-factoriality, dynamism, uncertainty) increase the actuality of marketing approach to management. In case of marketing approach the general problem of management, provision of effective control subsystem, has its own specificity. Research of proportion "general management system – marketing activity – control subsystem" was conducted on basis of critical analysis of theoretic heritage, practice of management and previous researches of authors.

Methodological basis of research were dialectical method of perception and systematic approach to analysis of considered facts and phenomena. Methods of analysis, applied in different combinations at each step of research dependently on research's objective and problems considered, were promoting the confidence and feasibility of conclusions made by work's articles.

By results of research was conducted a substantial interpretation of activity types system at marketing approach to management (expansion by vertical and horizontal); subsystems of control system at diverse stages of marketing management. On basis of methodology of system approach is grounded a list of control system's subsystem and their interconnection.

Results of research, their comparison with previously conducted researches of different authors are showing that control subsystem bears all system characteristics of management system, and its characteristics are determined by basis characteristics of management system; accordingly, at marketing approach to management, control sub-system is constructed with taking into account of this approach specific and aimed at increase of its effectiveness.

Authors think that grounding of need to create an adaptive management system that takes into account factors of environment and internal potential of organization, determines practical significance of conducted research's results. Basic provision of result allows formation of effective control system at marketing approach to management.

Key words: *management, control system, marketing approach, controlling, control, audit, monitoring.*

INTRODUCTION

Construction of effective control in system of management in general and at marketing approach to management in particular is one of poorly studied problems of management. Authors are judging that basic conceptions of management as reflection of laws and consistent patterns are operating independently from objects and subjects of management, types of activity, emphasizes on one or another conception of management theory; at this, management models, while maintaining system characteristics can modify under impact of factors listed above.

Research of proportion "general management system – marketing activity – control subsystem" was conducted on the basis of generalization and analysis of theoretic heritage, existing practice of management and generalization of previously conducted authors' researches (Mullakhmetov, 2015), (Sadriev & Gali, 2014), (Gabidinova, 2010), (Mullakhmetov, 2012), (Mullakhmetov, 2011a). Specification and analysis of defining characteristics of management at marketing approach to management allowed to detect problems of control organization and form some recommendations on increase of control activity effectiveness (Sadriev & Sadriev, 2015).

Marketing as specialized function of management is realized on all levels of management. At stage of strategic management the marketing forms information base, on which bases are then determined management objectives. Also, on this stage marketing is establishing strategies of company's behavior at market, is a philosophy of company's business. At stage of operative management the marketing is present as a tool of realization of management's strategic goals (Sadriev & Sadriev, 2015), (Mullakhmetov, 2013).

METHODS

Control, being the basis function of management, closely integrated with other functions, acts, by virtue of feed back mechanism, as information source at development and making managerial decisions, policy of organization by activity directions, its strategy. Final objective of control is the assistance to fundamental task of management – increase of management object's effectiveness. In order to complete it, control solves the following tasks:

a) presentation of relevant and quality information about deviations in process of functioning and development of organization of target setting – mission, vision, strategic targets (strategic level), planning of action items on goals realization (tactic level), preparation and making management solutions on separate tasks (operational level);

b) monitoring of processes of functioning and development of organization and timely report to management on significant deviations from anticipated results and standards of execution;

c) comparison of received and anticipated results and detection of deviations; collection, generalization and analysis of deviation, their consequences and reasons of occurrence, representation of grounded options of correction impacts, adequate to consequences of detected deviations and reasons of their occurrence to management.

The first task's solution is conducted by methods of preliminary control, the second one's - by methods of current and the third one's – of conclusive control (Mullakhmetov, 2015).

Let's detach the distinguishing characteristics of marketing approach to management that are significant to construction of control system. As already noted again, marketing is present at stage of strategic management, where in course of external environment analysis it forms information base, on basis of which then are determined targets of management. At this the following provisions become critically important.

1. Detection of strategy's major characteristics. At this the detection of preconditions (assumptions and forecasts) the strategy is based upon, is important. In course of control is necessary to constantly specify strategic preconditions on which the strategy is based upon, from point of view of their actuality.

2. Strategic foresight. The task of strategic foresight is observation of events happening in external and internal environment of organization, in order to estimate their possible impact on strategy (Pearce & Robinson, 2012).

3. Control of strategy realization, conducted via a range of mechanisms:

3.1. Response to special circumstances that are usually detected by results of clarification of strategic preconditions of strategic foresight (Mullakhmetov, 2013).

3.2. Control of tasks execution is aimed at estimation of need to change the strategy by results of intermediate stages of strategy realization. Tasks that are subject to control are usually related to one of two types: organization's results achieved at intermediary stages of general long-term strategy and results of strategic projects (Pearce & Robinson, 2012).

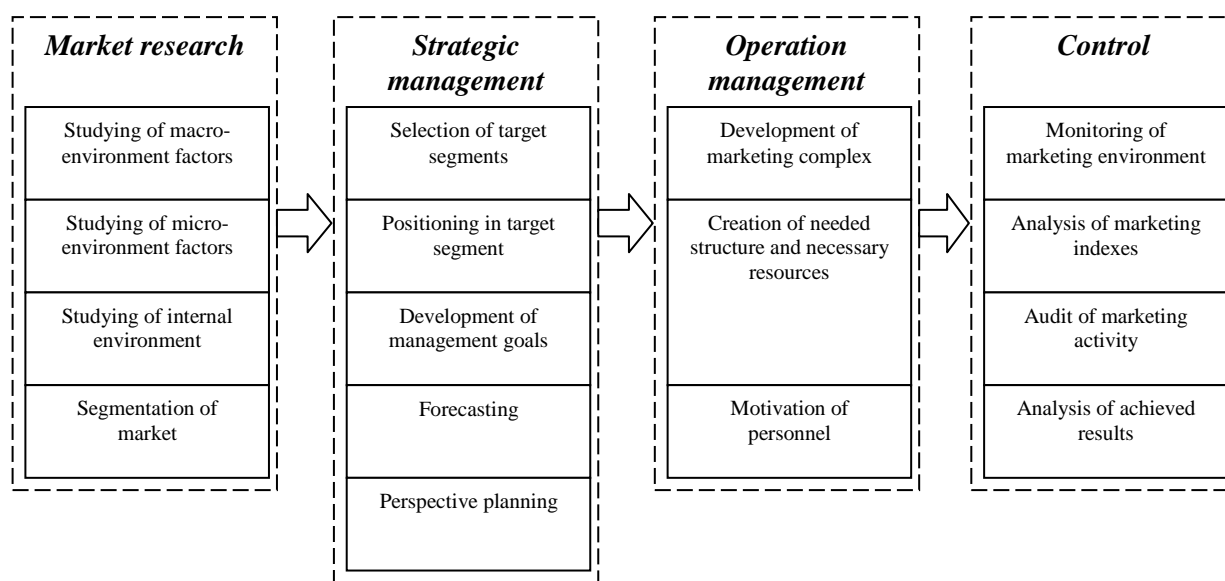
For purpose of effective organization of strategic control, the tradition control system gradually transforms into the system of controlling, aimed at information provision of strategic management; in controlling system significant changes of organization's environment are first of all considered as a reason of organization's goals non-achievement (Mullakhmetov et al., 2014).

RESULTS

System of Activity Types at Marketing Approach to Management

Differently from traditional approach, marketing approach to management requires expansion of management's activity types. Expansion by vertical anticipates occurrence of new stage, expansion by horizontal means addition of existing stages by new types of activity (Fig. 1).

Figure 1
SYSTEM OF ACTIVITY TYPES AT MARKETING APPROACH TO MANAGEMENT



At marketing management appears a need in emphasizing of special attention to analytical activity. This impels us to distinguish the research of market into separate stage. This stage anticipates the studying of factors of organization's macro- and micro-environment, its internal potential and also conduction of market's segmentation. Stage of "strategic management" is complemented by such types of activity as "selection of target segments" and "positioning at target segment". Stage of control also expands its limits by the following directions: monitoring of marketing environment, audit of organization's marketing activity, control of marketing indexes.

Proposed system of management activity types allows to take into account two mutually complementing processes that lie in basis of marketing: 1) thorough and universal

studying of market and 2) active impact on market, formation of needs and buyers' preferences.

Control system at marketing approach to management.

Structure of control system and content of its constituents at diverse stages of marketing management of organization are presented in Table 1. It should be noted that distinguishing of separate constituents in control system and determination of their contents is rather conditional, because that are closely interlaced and complement each other.

Table 1
CONTENT OF CONTROL SYSTEM'S SUBSYSTEMS AT DIVERSE STAGES OF MARKETING MANAGEMENT OF ORGANIZATION

Stages of marketing management of organization				
Market research	Strategic management	Operation management	Control	
Tracing of organizations' environment condition	–	–	Monitoring	Subsystems of control system
–	Tracing of organization's market goals	Tracing of direct management parameters (product, price, sales, promotion)	Controlling	
Analysis of indexes characterizing external and internal environment of organization	Estimation of organization's activity types complex (estimation of strategic plan)	Analysis of organization's plans and programs	Control	
Estimation of effectiveness of action items on market's research, results of market segmentation in particular	Estimation of organization's ability in field of strategic planning and effectiveness of its response to external changes	Estimation of production policy, price policy, sales policy and promotion policy	Audit	

Monitoring generally has a close interlink with first stage of marketing management, market research, and controlling – with the following stages: strategic and operation management. Control should have a strategic nature and is called for to analyze not only planned indexes of organization's activity, but also changes of external environment characteristics. Here belong market's capacity, quantitative parameters of market segments, indexes of competitive ability of production (organization), indexes organization's internal potential. The major task of audit is the inspection of accepted solutions' correctness in plan of goals and strategies, correctness of these solutions' realization technologies.

CONCLUSIONS

In basis of marketing lie two mutually complementing processes: 1) thorough and universal studying of market; 2) active impact on market, formation of needs and buyers' preferences (Tretyak, 2009). At present moment the majority of authors agree in opinion that the main constituents of marketing are orientations of company on market. In this case the marketing can be approached to as a certain philosophy (culture) of business.

Also at determination of marketing's place in management one should take into account that management, depending on types and sequences of activity, can be separated into three stages: 1) strategic management; 2) operational management in conditions of created structure; 3) control that includes analysis of achieved results (feed back) and acts as initial point of new management cycle at two stages stated above (Gerchikova, 2012).

In its turn, in marketing activity of organization can be separated three major stages: 1) marketing research; 2) strategic marketing; 3) operation marketing (Cabidinova, 2010).

Therefore, at marketing approach to management, we propose to separated four stages in the following sequence: 1) market research that anticipated studying of organization's macro- and micro-environmental factors, its internal potential, and also conduction of market's segmentation; 2) strategic management complemented by such types of marketing activity as selection of target segments and positioning in target segment; 3) operational management, where major efforts are directed at development and realization of proposition, capable of competition at market, and also at motivation of personnel in plan of maximum customers' satisfaction; 4) control which information is complemented by marketing indexes.

In 1960 J. McCarty proposed a marketing model consisting of three levels that can be presented in form of chart shown in Fig. 2.

Figure 2
MARKETING MODEL OF J. MCCARTY.

Complex of auxiliary systems
Marketing tools
Consumer

According to this model, the foundation of company's marketing activity are consumers. For effective impact on customers the company applies marketing tools (4P). In order to provide impact on consumers via marketing tools the company should form a complex of auxiliary systems that, in its turn, includes: marketing information system, marketing planning system, marketing service's organization system, marketing control system (Tretyak, 2009). Therefore, according to model of J. McCarty, marketing is a tool of operational management, and control is considered as auxiliary system connected with planning of marketing activity.

CONCLUSION

At present time types of activity connected with control are not limited by sphere of operational marketing in company's management. For realization of control in marketing are applied four close but not similar types of activity: controlling, monitoring, control and audit. At this each one of them can be considered as independent system of organization's internal control.

Controlling in marketing is a complex type of marketing activity on tracing of necessary information amount with the following detection of deviations from set goals for formation of management impacts, directed at elimination of adverse deviations (Korotkov, 2012). Controlling in system of marketing management is conducted at two levels: 1) level of company's market targets that are the result of interaction of marketing service and management of the whole enterprise; 2) level of direct management parameters planned directly in marketing system and belonging to complex. Therefore, it can be said that in this interpretation the controlling is considered as activity belonging both to strategic and operational marketing.

Monitoring in marketing is a constant tracing of marketing environment's condition. Classification of monitoring corresponds to classification of marketing environment factors, including the following directions: monitoring of macro-environment. monitoring of micro-

environment, monitoring of enterprise, including current levels of plan indexes. monitoring of internal environment (Korotkov, 2012). Therefore, monitoring is mostly directed at tracing of marketing environment's factors is respectively closely connected with analytical stage of marketing.

Control is estimation and analysis of every one, not only planned indexes, and not only marketing targets and level of direct management parameters, but also of characteristics of external and internal marketing environment, and also of controlled parameters contained in place and programs of marketing (Korotkov, 2012). Control covers all stages of organization's marketing activity, namely marketing research, strategic marketing and operational marketing.

Marketing audit is an analytic activity of theoretical-practical nature on detection of drawbacks on in marketing activity on basis of systematic research of goals, strategies, plans and programs, and also organization of marketing at enterprises in order to develop recommendations on improvement of marketing's management (Korotkov, 2012). A target of marketing's audit is a detection of problem zones and development of recommendations on increase of marketing activity effectiveness (Kotler & Keller, 2014). As we can see, marketing audit is in generally called for to estimate the correctness of subject's actions in plane of conduction of the whole marketing activity.

At consideration of marketing control system in general are distinguished four major objects: control of annual plans, profitability, effectiveness and strategic control. Two types of control are most frequently used in company's practice: control of annual plans and strategic control. (Kotler & Keller, 2014). Therefore, control at marketing approach to management plays an important role in increasing of management effectiveness, is an important source of information at formation of marketing fields, acts as guarantor of marketing plan realization and allows to estimate the effectiveness of marketing management of company in general and at its separate stages. At proper organization, control, via detection of non-correspondence of goals with market environment, initiates the acceptance of management decisions by management, directed at elimination of deviations, their consequences and reasons of occurrence, thus increasing the effectiveness of marketing system.

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